INVESTOR PRESENTATION

Dabur India Ltd
**Overview**

- Fourth largest sector in the economy
- Current size of the Indian FMCG Market is around USD 45 bn*
- Grown at an annual average of 11 per cent over the last decade *
- Urban segment is the largest contributor to the sector- accounting for two-thirds of total revenue
- Sector is likely to touch sales of USD 100 bn by 2020

**FMCG Growth Drivers**

- Rising income driving purchases
- Growth of Modern Trade & Ecommerce
- Low penetration and Consumption
- Evolving consumer lifestyle
- Favorable demographics

*Source: IBEF*
The FMCG Industry has started to show some revival in demand.

India has continued to occupy the top spot for the last 4 quarters as per global consumer confidence index study by Nielsen.
Dabur Overview

- One of the oldest and largest FMCG Companies in the country
- Dedicated to the Health and Well-Being of every household
- World’s largest in Ayurveda and natural healthcare
- 20 world class manufacturing facilities catering to needs of diverse markets
- Strong overseas presence with 31% contribution to consolidated sales

Dabur Gastrina wins Silver at Cannes 2015

Dabur ranked amongst India’s Super 50 Companies by Forbes India Ltd

Brave and Beautiful campaign bags Blue Elephant at Kyoorius Awards 2015 in ‘Advertising for Good’ category
Established by Dr SK Burman in Kolkata

1994
- Came out with first public issue

1998
- Inducted professional management

2000
- Crossed the 1000 crs turnover mark

2005
- Dabur acquired Balsara

2008
- Acquired Fem Pharma

2010
- Acquired Hobi and Namaste

2012
- Dabur crosses billion dollar turnover mark
Global Business Footprint

Dabur has 12 domestic facilities, the key locations being Baddi (Himachal Pradesh) & Pan Nagar (Uttaranchal)

Key markets
Manufacturing Facilities
Domestic Distribution Structure

Total reach at 5.3 mn retail outlets, one of the highest among FMCG companies

- Factory
  - Depot
    - (Carry & Forward Agents)
      - Stockists
        - Modern Trade Stockist
          - Wholesalers
            - Retail trade
              - Shoppers & Consumers
        - Super stockists
          - Sub stockists
            - Rural trade
              - Insti customers
        - Insti Stockists
      - Insti customers
Dabur Performance Snapshot

Sales

in INR bn

<table>
<thead>
<tr>
<th>FY11</th>
<th>FY12</th>
<th>FY13</th>
<th>FY14</th>
<th>FY15</th>
</tr>
</thead>
<tbody>
<tr>
<td>40.8</td>
<td>52.8</td>
<td>61.5</td>
<td>70.7</td>
<td>78.1</td>
</tr>
</tbody>
</table>

CAGR 18%

Profit After Tax

in INR bn

<table>
<thead>
<tr>
<th>FY11</th>
<th>FY12</th>
<th>FY13</th>
<th>FY14</th>
<th>FY15</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.7</td>
<td>6.4</td>
<td>7.6</td>
<td>9.1</td>
<td>10.7</td>
</tr>
</tbody>
</table>

CAGR 17%

Market Cap

in INR bn

<table>
<thead>
<tr>
<th>FY11</th>
<th>FY12</th>
<th>FY13</th>
<th>FY14</th>
<th>FY15</th>
</tr>
</thead>
<tbody>
<tr>
<td>167.2</td>
<td>185.4</td>
<td>238.9</td>
<td>313.1</td>
<td>466.5</td>
</tr>
</tbody>
</table>

CAGR 29%

Robust profitable growth translating into superior shareholder returns
**Strong Financial Profile**

**Net Worth (INR Bn)**

<table>
<thead>
<tr>
<th>Year</th>
<th>FY11</th>
<th>FY12</th>
<th>FY13</th>
<th>FY14</th>
<th>FY15</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Worth (INR Bn)</td>
<td>13.9</td>
<td>17.2</td>
<td>21.0</td>
<td>26.6</td>
<td>33.5</td>
</tr>
</tbody>
</table>

**ROIC**

<table>
<thead>
<tr>
<th>Year</th>
<th>FY11</th>
<th>FY12</th>
<th>FY13</th>
<th>FY14</th>
<th>FY15</th>
</tr>
</thead>
<tbody>
<tr>
<td>ROIC</td>
<td>32.7%</td>
<td>34.0%</td>
<td>38.3%</td>
<td>43.6%</td>
<td>45.2%</td>
</tr>
</tbody>
</table>

*Includes Non- Operating income

**EBITDA Margin**

<table>
<thead>
<tr>
<th>Year</th>
<th>FY11</th>
<th>FY12</th>
<th>FY13</th>
<th>FY14</th>
<th>FY15</th>
</tr>
</thead>
<tbody>
<tr>
<td>EBITDA Margin</td>
<td>20.4%</td>
<td>17.9%</td>
<td>17.8%</td>
<td>18.2%</td>
<td>18.9%</td>
</tr>
</tbody>
</table>

**EPS**

<table>
<thead>
<tr>
<th>Year</th>
<th>FY11</th>
<th>FY12</th>
<th>FY13</th>
<th>FY14</th>
<th>FY15</th>
</tr>
</thead>
<tbody>
<tr>
<td>EPS</td>
<td>3.3</td>
<td>3.7</td>
<td>4.4</td>
<td>5.2</td>
<td>6.1</td>
</tr>
</tbody>
</table>
Dabur India Ltd.

Business Structure

```
Domestic (69%)
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```
Domestic FMCG (66%)
```

```
International (31%)
```

```
Others (3%)
```

```
Organic International (22%)
```

```
Namaste Labs (6%)
```

```
Hobi Group (3%)
```

* Others include Retail, Commodity exports etc

Note: % figure in brackets indicate % share in Consolidated Sales for FY15
Sales By Business Vertical

**Domestic FMCG**
- Healthcare (33%)
- HPC (48%)
- Foods (19%)

**International Business Region Wise Breakdown**
- Middle East 32%
- Africa 23%
- Asia 17%
- America 16%
- Europe 12%

*Breakdown of Domestic FMCG business basis FY15 Sales*
Continue to build bigger brands

INR 10bn+

INR 1bn+

14 brands with turnover of INR 1bn+ with 3 brands over 10bn
We continue to lead across verticals - Healthcare, HPC and Foods

*Position basis Nielsen Market Share data MAT June’15*
Domestic Growth Strategy

- Continued Focus on Innovation
- Building Consumer Connect
- Distribution Expansion
- Focus on Health and well being
Continued Focus on Innovation
Recently launched

India

- Dabur Almond Shampoo
- Dabur Baby Massage Oil
- Hajmola Yoodley- Six flavours
- Real Wellnezz- Jamun

International

- Dermoviva Baby Range- Olive Enriched Powder and Olive Baby Soap
- Vatika Naturals Damage Repair Leave On Cream
- Vatika Shampoo- Black Olive
Product Evolution

Chyawanprash

Red Toothpowder

Hajmola

Amla Hair Oil
Building Consumer Connect
Sanifresh: Swachh Bharat Initiative

- Initiated the association with ‘Sulabh’ in our endeavour to join hands with India’s ‘Swachh Bharat Mission’
- This initiative was designed to help educate consumers on the need to use toilets to maintain health and hygiene
- More than 400 toilets have been built across various villages by Dabur
- The campaign has helped increase brand awareness for Sanifresh

Dabur Dashmularishta: ASHA ki nayi kiran

- Dabur Dashmularishta, a women health tonic & newspaper Amar Ujala joined hands for the initiative
- ‘Asha Ki Nayi Kiran’ is a special initiative to encourage the efforts of ASHA workers in order to empower them with knowledge on social development
Increasing Doctor Advocacy

Project LEAD: Leveraging Through Empowered Anchoring & Detailing

**Doctor Advocacy is the key to enhance consumer franchise**

- Front end teams to be separated for Healthcare (OTC & Ethicals) and the rest of the Domestic FMCG business to have focused attention on both segments of the business

- **Demand generation from doctors shall be the key focus:**
  - Advocacy platform being built
  - Both Ayurvedic and Allopathic doctor reach to be ramped up
  - Building the detailing team- Around 170 Medical representatives hired; Number will increase to 275 by end of the fiscal
  - Head of business inducted for Medical detailing and marketing
  - IT Platform and hand held devices for seamless information flow for the detailing team

Doctor Detailing for Dabur Products using hand held devices
Distribution Expansion
Enhancing Reach

Project Double
- Rolled out in FY13 to expand direct coverage in rural markets
- Direct Village coverage has increased from 14000 villages in FY11 to 44,000 villages in FY15
- We plan to increase the coverage to 50,000 villages in FY16 and 60,000 in FY17

Project 50-50
- Aimed at leveraging the potential of Top 130 towns which contribute to 50% of urban consumption
- Segregating the grocery channel teams for wholesale & retail
- Initiative is in line with renewed focus on urban markets

Project Core
- To enhance chemist coverage and provide further impetus to our Health Care portfolio
- Direct Chemist Coverage is currently 213,000
- Strategy is to increase coverage and range for better throughput
Focus on Health and Well being
Health & Well Being

**Health & Well being - The underlying theme across the portfolio**

- **Ayurveda** – Dabur’s core philosophy
- Pioneered extension of Ayurveda into personal care and OTC healthcare

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**Dabur Honey**
*Weight Management*

**Dabur Baby Massage Oil**
*Free of paraffin and parabens - Safe for babies*

**Focus on Ayurvedic OTC**
*No.1 in Women Health Tonics*

**Innovations in Healthcare Category**
Health & Well Being focus has been extended to HPC and Foods

- **Red Tooth Paste**
  - Focused on Ingredient Effectiveness

- **Odomos**
  - Protection from Dengue

- **Sanifresh- Toilet Cleaner**
  - To safeguard the health of the family by ensuring hygiene

- **Recently introduced the ‘Real Wellnezz’ range with the Jamun flavour**

- **Activ**
  - Juices for a healthy lifestyle
International Business Overview

- Comprises 31% of Consolidated Sales in FY15
- Localized supply chain network for efficient business operations
- Sustained investment in brands and innovation to grow the topline
- Business foray had been entirely organic since 1980’s, until FY2010-11 when we acquired Hobi Group and Namaste Labs

Key Markets
- Middle East
- Africa
- South Asia

Key Categories
- Hair Care
- Skin Care
- Oral Care

International Sales FY15
International - Competitive Position

**Hair Cream***

<table>
<thead>
<tr>
<th>Country</th>
<th>Share</th>
</tr>
</thead>
<tbody>
<tr>
<td>KSA</td>
<td>36.5%</td>
</tr>
<tr>
<td>UAE</td>
<td>36.6%</td>
</tr>
<tr>
<td>Egypt</td>
<td>44.1%</td>
</tr>
</tbody>
</table>

No.1 Position in the Hair Cream Category in KSA, UAE and Egypt

**Hair Oils***

<table>
<thead>
<tr>
<th>Country</th>
<th>Share</th>
</tr>
</thead>
<tbody>
<tr>
<td>KSA</td>
<td>64.8%</td>
</tr>
<tr>
<td>UAE</td>
<td>27.5%</td>
</tr>
<tr>
<td>Egypt</td>
<td>67.3%</td>
</tr>
</tbody>
</table>

No.1 Position in the Hair Oils Category in KSA & Egypt and No.2 in UAE

*Volume Market Share Mat March 2015*
**Region wise Strategy**

**Middle East**
- Increase penetration in Hair Care across markets
- Strengthen Oral Care and Skin Care

**Africa**
- Increase share of Ethnic Hair Care by scaling up ORS (Namaste)
- Cross pollinate with products from MENA and Turkey

**Asia**
- Increase product width and penetration in neighboring markets
- Enter emerging markets like Myanmar with personal care products such as Toothpastes and Shampoos

**America**
- Leveraging product technology and consumer insights for African Hair Care
- Continue to cater to large Indian Diaspora through the ethnic channels

**Europe**
- Cross pollinate to grow the Turkish and Export sales
- Expand consumer base in UK and rest of Europe by adding products, improving distribution and focused marketing

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Financial Highlights FY2014-15

Growth
- 10.7%
- 14.5%
- 16.6%

Sales
- Rs. 7806 crs

EBITDA
- Rs. 1474 crs

PAT
- Rs. 1066 crs
Margin Profile FY 2014-15

Gross Margin
FY14: 51.8%
FY15: 52.3%
Change: 55bps

EBITDA Margin
FY14: 18.3%
FY15: 18.9%
Change: 63bps

PAT Margin
FY14: 13.0%
FY15: 13.7%
Change: 70bps
Sustainability: A Key Focus

Dabur is committed to being a responsible company and making a positive contribution to Society and Environment.

1,141 acres under cultivation for rare medicinal herbs in India

2,028 beneficiary families of our Self – Help Group initiatives

9,13,750 school kids benefitting from our Healthcare Initiatives

13 States covered under our Agronomical Initiatives

1,674 farmers/beneficiaries of our Agronomical initiatives in India

586 women trained at our vocational training centers
Share Price Performance,
Dividend & Shareholding

Share Holding Pattern As on 30th June 2015

- FII: 21%
- DII: 5%
- Others: 6%
- Promoters: 68%

Share Price Trend

Dividend History*

FY03: 140%
FY04: 200%
FY05: 250%
FY06: 250%
FY07: 175%
FY08: 150%
FY09: 175%
FY10: 200%
FY11: 115%
FY12: 130%
FY13: 150%
FY14: 175%
FY15: 200%

*Bonus issue in FY07 & FY11
# Consolidated P&L

<table>
<thead>
<tr>
<th>OIL (Consolidated) P&amp;L in Rs. million</th>
<th>Q1FY16</th>
<th>Q1FY15</th>
<th>YoY (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net Sales</strong></td>
<td>20,641</td>
<td>18,639</td>
<td>10.7%</td>
</tr>
<tr>
<td>Other Operating Income</td>
<td>54</td>
<td>50</td>
<td></td>
</tr>
<tr>
<td>Material Cost</td>
<td>9,557</td>
<td>9,226</td>
<td>3.6%</td>
</tr>
<tr>
<td>% of Sales</td>
<td>46.3%</td>
<td>49.5%</td>
<td></td>
</tr>
<tr>
<td>Employee Costs</td>
<td>1,892</td>
<td>1,569</td>
<td>20.6%</td>
</tr>
<tr>
<td>% of Sales</td>
<td>9.2%</td>
<td>8.4%</td>
<td></td>
</tr>
<tr>
<td>Adpro</td>
<td>3,306</td>
<td>2,863</td>
<td>15.5%</td>
</tr>
<tr>
<td>% of Sales</td>
<td>16.0%</td>
<td>15.4%</td>
<td></td>
</tr>
<tr>
<td>Other Expenses</td>
<td>2,722</td>
<td>2,350</td>
<td>15.8%</td>
</tr>
<tr>
<td>% of Sales</td>
<td>13.2%</td>
<td>12.6%</td>
<td></td>
</tr>
<tr>
<td>Other Non Operating Income</td>
<td>479</td>
<td>359</td>
<td>33.2%</td>
</tr>
<tr>
<td><strong>EBITDA</strong></td>
<td>3,696</td>
<td>3,040</td>
<td>21.6%</td>
</tr>
<tr>
<td>% of Sales</td>
<td>17.9%</td>
<td>16.3%</td>
<td></td>
</tr>
<tr>
<td>Interest Exp. and Fin. Charges</td>
<td>117</td>
<td>101</td>
<td>15.8%</td>
</tr>
<tr>
<td>Depreciation &amp; Amortization</td>
<td>326</td>
<td>267</td>
<td>22.0%</td>
</tr>
<tr>
<td><strong>Profit Before Tax (PBT)</strong></td>
<td>3,253</td>
<td>2,671</td>
<td>21.8%</td>
</tr>
<tr>
<td>Tax Expenses</td>
<td>632</td>
<td>560</td>
<td>12.8%</td>
</tr>
<tr>
<td><strong>PAT(Before extraordinary item)</strong></td>
<td>2,621</td>
<td>2,111</td>
<td>24.1%</td>
</tr>
<tr>
<td>% of Sales</td>
<td>12.7%</td>
<td>11.3%</td>
<td></td>
</tr>
<tr>
<td><strong>PAT(After extraordinary Items)</strong></td>
<td>2,621</td>
<td>2,111</td>
<td>24.1%</td>
</tr>
<tr>
<td>Minority Interest - (Profit)/Loss</td>
<td>10</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td><strong>PAT (After Extra ordinary item &amp; Minority Int)</strong></td>
<td>2,611</td>
<td>2,108</td>
<td>23.9%</td>
</tr>
</tbody>
</table>
Statement Of Assets & Liabilities

<table>
<thead>
<tr>
<th></th>
<th>As at 31/03/2015</th>
<th>As at 31/03/2014</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>A EQUITY AND LIABILITIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Shareholders' funds</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(a) Share capital</td>
<td>1756.5</td>
<td>1743.8</td>
</tr>
<tr>
<td>(b) Reserves and surplus</td>
<td>31784.9</td>
<td>24815.8</td>
</tr>
<tr>
<td>Sub-total - Shareholders' funds</td>
<td>33541.4</td>
<td>26559.6</td>
</tr>
<tr>
<td>2. Minority interest</td>
<td>181.6</td>
<td>159.1</td>
</tr>
<tr>
<td>3. Non-current liabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(a) Long-term borrowings</td>
<td>2105.7</td>
<td>2604.0</td>
</tr>
<tr>
<td>(b) Deferred tax liabilities (net)</td>
<td>587.1</td>
<td>448.3</td>
</tr>
<tr>
<td>(c) Other long-term liabilities</td>
<td>1.2</td>
<td>0.0</td>
</tr>
<tr>
<td>(c) Long-term provisions</td>
<td>462.1</td>
<td>408.9</td>
</tr>
<tr>
<td>Sub-total - Non-current liabilities</td>
<td>3154.9</td>
<td>3461.2</td>
</tr>
<tr>
<td>4. Current liabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(a) Short-term borrowings</td>
<td>5229.9</td>
<td>4477.4</td>
</tr>
<tr>
<td>(b) Trade payables</td>
<td>10958.4</td>
<td>10965.3</td>
</tr>
<tr>
<td>(c) Other current liabilities</td>
<td>5436.4</td>
<td>4794.2</td>
</tr>
<tr>
<td>(d) Short-term provisions</td>
<td>2560.2</td>
<td>2703.2</td>
</tr>
<tr>
<td>Sub-total - Current liabilities</td>
<td>24184.9</td>
<td>22940.1</td>
</tr>
<tr>
<td><strong>TOTAL - EQUITY AND LIABILITIES</strong></td>
<td>61062.8</td>
<td>53120.0</td>
</tr>
<tr>
<td><strong>B ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Non-current assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(a) Fixed assets</td>
<td>13060.3</td>
<td>11672.1</td>
</tr>
<tr>
<td>(b) Goodwill on consolidation</td>
<td>6214.0</td>
<td>6214.0</td>
</tr>
<tr>
<td>(c) Non-current investments</td>
<td>14074.0</td>
<td>4926.4</td>
</tr>
<tr>
<td>(d) Long-term loans and advances</td>
<td>207.5</td>
<td>245.4</td>
</tr>
<tr>
<td>(e) Other non-current assets</td>
<td>201.3</td>
<td>180.7</td>
</tr>
<tr>
<td>Sub-total - Non-current assets</td>
<td>33757.1</td>
<td>23238.6</td>
</tr>
<tr>
<td>2. Current assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(a) Current investments</td>
<td>4059.7</td>
<td>5838.3</td>
</tr>
<tr>
<td>(b) Inventories</td>
<td>9732.7</td>
<td>9725.1</td>
</tr>
<tr>
<td>(c) Trade receivables</td>
<td>7108.4</td>
<td>6753.0</td>
</tr>
<tr>
<td>(d) Cash and bank balances</td>
<td>2760.4</td>
<td>5193.8</td>
</tr>
<tr>
<td>(e) Short-term loans and advances</td>
<td>2706.7</td>
<td>1995.1</td>
</tr>
<tr>
<td>(f) Other current assets</td>
<td>855.8</td>
<td>416.1</td>
</tr>
<tr>
<td>Sub-total - Current assets</td>
<td>27326.7</td>
<td>29881.4</td>
</tr>
<tr>
<td><strong>TOTAL - Assets</strong></td>
<td>61062.8</td>
<td>53120.0</td>
</tr>
</tbody>
</table>
THANK YOU